

TAP Accelerator Upskill & Backfill Committee –DRAFT Charter

Project Name: TAP Accelerator Upskill & Backfill Committee

Sponsor: Workforce Training and Education Coordinating Board (Workforce Board)

Project Leaders: Eleni Papadakis and John Aultman

MISSION STATEMENT

The TAP Accelerator Committee will advance implementation of the recently approved state workforce development plan “Talent and Prosperity for All” (TAP). Specifically the committee will develop and manage the organizing framework for the distribution of the Governor’s Workforce Innovation and Opportunity Act (WIOA) Discretionary Funds. These funds will be used to test innovative program and policy strategies that will be sustained over time with existing funds, provided the funded projects are successful. (This preliminary mission statement will be refined by the committee.)

BACKGROUND

The Workforce Board was named by the Governor as Washington’s State Workforce Development Board under the federal Workforce Innovation and Opportunity Act of 2014 (WIOA). The Workforce Board’s role is to provide policy recommendations and coordination among the workforce system’s 17 partners (20 plus programs and funding streams), evaluate system effectiveness, and to advocate for policy improvements on behalf of the system. The Workforce Board is responsible for convening system partners to fully implement the state’s strategic workforce development plan, “Talent and Prosperity for All” (TAP) within its four strategic priority areas: enhanced business engagement, access and barrier removal, performance accountability, and integrated service delivery.

The Board established six implementation committees to bring the voices of the system’s multiple stakeholders and partners together to ensure attainment of TAP’s goals. The TAP Accelerator: Upskill-Backfill Committee will work with the six Implementation Committees to lay out its funding framework, develop funding recommendations to the Board, and then provide ongoing oversight for the effective investment of this portion of the Governor’s Discretionary Funds.

Governor Inslee has provided funding support to help accelerate implementation of the state’s comprehensive workforce development plan, “Talent and Prosperity for All” (TAP). In addition to general support for the six TAP Implementation Committees, he has asked that the Workforce Board use a model highlighted as an example in the TAP plan, the “Upskill-Backfill” strategy, to fund pilots or demonstrations that will advance implementation of TAP goals. He has provided a list of considerations that align with his administration’s priorities.

Upskill-Backfill Initiative (UBI)

The Upskill-Backfill Initiative (UBI) joins the resources of both the public and private sectors to improve the workplace skills of current (incumbent) workers and new hires. The initiative also creates a pathway to employment and wage progression for job-seeking Washingtonians, especially those at the lowest income levels or who have other disadvantages in the job market. Each funded project is expected to benefit the employer, the incumbent workforce, and jobseekers.

Businesses will improve their productivity and competitiveness, leading to expansion and the creation of new jobs. Current workers will have the opportunity to train (upskill) for promotional opportunities and higher wages, and to contribute to the stability and vitality of their workplace. As incumbent workers are promoted, they leave behind vacancies and opportunities for new workers to “backfill” their positions. The UBI will include customized training for job-seekers to prepare for new positions, and Washington’s public talent development system will support a pipeline or pathway for low-income and underserved individuals to connect with newly available, high-demand jobs.

The Workforce Board will work with system stakeholders to develop the funding application guidelines and process. Gov. Inslee asks that these items be considered in the development of the TAP Accelerator: Upskill-Backfill Initiative.

- I. Overarching goals:
 - a. Businesses will improve their ability to compete.
 - b. Businesses will grow their workforce in the period after the program intervention (measurement period TBD).
 - c. When appropriate, businesses will have a plan for succession.
 - d. Incumbent workers will see an increase in their income.
 - e. Unemployed or underemployed individuals will secure employment at livable wages at participating employer sites.
- II. Governor Inslee’s special considerations for job-seeker/workers:
 - a. Benefit incumbent workers with some college and no degree.
 - b. Develop pipeline to “backfill” opportunities for populations with barriers to employment.
 - c. Support new hires, including access to further skill development, once on the job.
 - d. Develop apprenticeship and other work-based learning opportunities for young people; especially high school apprenticeship programs.
- III. Governor Inslee’s special considerations for participating businesses:
 - a. Target critical industry sectors.
 - b. Projects should engage a consortium of employers whenever possible.

- c. Establish vendor-supplier networks whenever possible.
- d. Design feasible employer matching (cash or in-kind) parameters.
- IV. Governor Inslee's special considerations for system:
 - a. Single state strategy, seamless to employers and job-seeker/workers.
 - b. Use existing resources first; discretionary funds as gap-filler or funding of last resort.
 - c. Assure geographic diversity of funded projects.
 - d. Establish performance accountability framework.
 - e. Recommendations for sustainability.

Strategic Link with TAP

TAP Goals Tied to Strategic Priority

The Upskill-Backfill concept is directly tied to the following goals within each of the TAP priorities:

- 1. Integrated Service Delivery:** Increase the number of navigators in the state's WorkSource System, eliminate redundant assessments and help more customers define career pathways that help them achieve portable skills, higher education levels, industry credentials and satisfying, living-wage careers.
- 2. Business Engagement:** Increase business satisfaction with the workforce system by 5 percent each year; establish at least one sector partnership in each workforce region and use the Sector Partnership Framework, or similar framework to show progress over time; establish a baseline and increase resources for work-based learning, including on-the-job training, apprenticeships, internships, work experience, and especially incumbent worker training in the next two years.
- 3. Improving Accessibility & Technology:** Use technology and other methods to facilitate and improve integrated service delivery for all customers.
- 4. Next Generation Performance and Accountability Program:** Develop a system to accurately measure the collective success of all WIOA partners in serving workforce populations.

SCOPE OF COMMITTEE WORK

The scope of the committee's work includes:

The TAP Accelerator Committee (TACO) will work with the six TAP Implementation Committees to lay out the Upskill-Backfill framework, develop funding recommendations for the Workforce Board, and subsequently provide policy recommendations based on results of funded projects.

This includes:

1. Funding for TAP Implementation Committees Priorities & Needs (Maximum Funding - \$400,000): Provide funding to TAP Implementation Committees that require additional resources to support their work. Agencies and stakeholders are already contributing significant resources (mostly staff and other in-kind support) to the work of these committees. There may be an additional need that cannot now be supported by existing resources, but, if funded, would accelerate the committee's work. Committees may apply to the Workforce Board for funds after other options have been exhausted. Activities may include, but are not limited to, committee professional development, contract services, and staff support. This will require an application and review process (please see attached draft application template).

2. Funding for TAP Accelerator –Upskill & Backfill Initiative (\$2,200,000): Provide funding to TAP partners to rapidly implement a strategic Upskill & Backfill initiative that supports and informs the priorities of the Workforce Board's TAP Implementation committees. These proposals should demonstrate real results that help workers build career opportunities, supply employers with talented workers, and build prosperous communities. These funds should leverage other resources whenever possible. Project partners will commit to redeploying funds that are used within the project timelines.

The TAP Accelerator Committee will work with the six TAP Implementation Committees to develop an application process for the distribution of these funds, including a "request for proposal" form and an application scoring rubric. Final award decisions will be made by the Workforce Board.

Please note: Workforce Development Councils are fiscal agents and will be a co-signer of proposals.

3. Local Workforce Development Council Planning Grants (up to \$25,000 per WDC): These funds are intended to aid local WDCs to quickly identify and build Upskill & Backfill practices within their region. WDCs will engage local partners, including industry, and will codify practices in Memorandums of Understanding (MOUs), whenever practical.

The process for the distribution of available funds: The funding process will be overseen and managed by the TAP Accelerator Committee (TACO), or a subgroup of this committee. TACO and the six TAP Implementation Committees will work together to develop funding recommendations for the Workforce Board.

SCHEDULE

MILESTONE	START DATE	FINISH DATE
Organizing Meetings	September 8, 2016 September, 28, 2016 October 12, 2016	November 2016
TAP Implementation Committee Project Grants Distribution Process (\$60K)	November 15, 2016	December 31, 2017
TAP WDC Planning Grants (\$25K, per WDC)	December 1, 2016	June 30, 2017
TAP Upskill & Backfill Projects (\$2.2 Million) WDCs are Fiscal Agents	Target Dates: 12/15/'16 RFP Developed 2/15/'16 Receive Proposals 4/15/'17 Allocate Funds	December 31, 2018

OUTCOMES AND MEASURES

OUTCOMES	MEASURES OF SUCCESS
Committee Charter adopted by Committee and approved by Workforce Board	<ul style="list-style-type: none">Board Approval
Desired Outcomes for TAP Accelerator Committees Mission	<ol style="list-style-type: none">1. TAP partners and stakeholders have a clear understanding of the role and responsibility of the Committee in supporting program and policy innovations.2. TAP Partners are fully informed regarding funding principles and process.3. Funds are distributed and managed to ensure maximum benefit to workers and employers.4. Innovative programs are identified, funded and evaluated.5. Successful programs are sustained through the use of existing funding streams.6. TAP Implementation process is supported through this model process.

COMMITTEE MEMBERSHIP ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITY/AUTHORITY
Co-Chairs	<ul style="list-style-type: none"> Facilitate committee meetings. Work with staff to create agendas and work plans. Represent committee activities and draft recommendations to the Workforce Board.
Committee Staff <ul style="list-style-type: none"> Part of executive team 	<ul style="list-style-type: none"> Assist Co-Chairs in developing agenda. Assist in facilitating meetings, as requested. Develop and provide support materials, as appropriate. Speak on behalf of committee, with approval by co-chairs Schedule Meetings, reminders Score-able elements of Rubric (including Governor's goals Track Progress Coordinate with partner agency staff to advance program
Membership <ul style="list-style-type: none"> Meetings and topic discussions are open to all who want to attend. Stakeholder participation is valued and encouraged. 	<ul style="list-style-type: none"> Represent WIOA operating or partner agency interests, or the interests of other system stakeholders. Provide subject matter expertise, as needed. Present committee recommendations to decision makers for resource or operational approval. Participate in committee meetings, taskforce and committee work plan activities. Actively participate in meeting discussions and activities. Participate in assigned taskforce and subcommittees. Represent constituency issues. Communicate committee work to stakeholders for input and feedback.

CONSTRAINTS AND DEPENDENCIES

Work must be coordinated with the six TAP Implementation Committees and TAP stakeholders to ensure consistency and continuity in approach. Work must be in accordance with local strategic plans, the state TAP Plan and the legal parameters of WIOA discretionary funding.

COMMITTEE MEMBERSHIP

Executive Lead:

- Eleni Papadakis, Executive Director of Workforce Board
- John Aultman, Governor's Office

Staff Support:

- Patrick Woods, Operations Director, Workforce Board
- Mike Brennan, Business and Industry Liaison, Workforce Board

Administrative Support:

Rebecca Reule, Administrative Assistant, Workforce Board

Committee Members/Subject Matter Experts	
•	Kathy di Julio, Washington Workforce Association
	Marty Brown, State Board for Community and Technical Colleges (SBCTC)
•	Amy Anderson or Association of Washington Business designee
	Jeanne Bennett, Workforce Southwest Washington Workforce Development Council
•	Marie Bruin, Employment Security Department
	Louisa Erickson, DSHS – Economic Services Administration
•	Dot Fallihee, Seattle-King County Workforce Development Council
	Cheryl Fambles, Pacific Mountain Workforce Development Council
•	Kathy Goebel, SBCTC – Workforce Education
	Caitlyn Jekel, Washington State Labor Council
•	Dawn Karber, Spokane Area Workforce Development Council
	Michael MacKillop, Department of Services for the Blind
•	Jennie Weber, Employment Security Department
	Cindy Wilson, SBCTC – Basic Education for Adults
•	Mike Brennan, Workforce Board
	Andres Aguirre, Division of Vocational Rehabilitation
•	Babs Roberts, DSHS
	Carolyn McKinnon, Department of Commerce
•	Chris Alejano, Workforce Board Member
	Dale Peinecke, Employment Security Department
•	Daryl Monear, Washington Student Achievement Council
	David Stillman, DSHS
•	Erica Jones, South Central Workforce Development Council Board

- Gary Chandler, Association of Washington Business
- Jeff Johnson, Washington State Labor Council
- Jennifer Peppin, Employment Security Department
- Jody Robbins, Department of Labor and Industries
- John Kerr, State Board for Community and Technical Colleges
- John Thornquist, Department of Commerce
- Julie Garver, Council of Presidents
- Kristi Grassman, Aerospace Joint Apprenticeship Committee (AJAC)
- Lee Ann Caylor, Workforce Board member
- Lou Oma Durand, Department of Services for the Blind
- Mark Mattke, Spokane Area Workforce Development Council
- Marlena Sessions, Workforce Development Council of Seattle-King County
- Nancy Dick, State Board for Community and Technical Colleges
- Paul Francis, Council of Presidents
- Perry England, Workforce Board Chair
- Sarah Peterson, DSHS
- William Griffin, WWCC
- Don Kay, DVR/DSHS

GOVERNANCE AND GUIDING PRINCIPLES

Core Governance Principles:

- Co-Chairs facilitate discussion and help negotiate recommendations to advance to the Workforce Board.
- All individuals attending meetings are encouraged to participate in discussions.
- Meetings should model accessibility.
- Meetings are inclusive and transparent.
- Recommendations to the Workforce Board will reflect positions of dissenters and all viewpoints.

IMMEDIATE OUTCOMES:

1. Communication and meeting plan developed and approved.
2. Funding forms and support documents developed.
3. Requests for funding received, reviewed, and acted on.